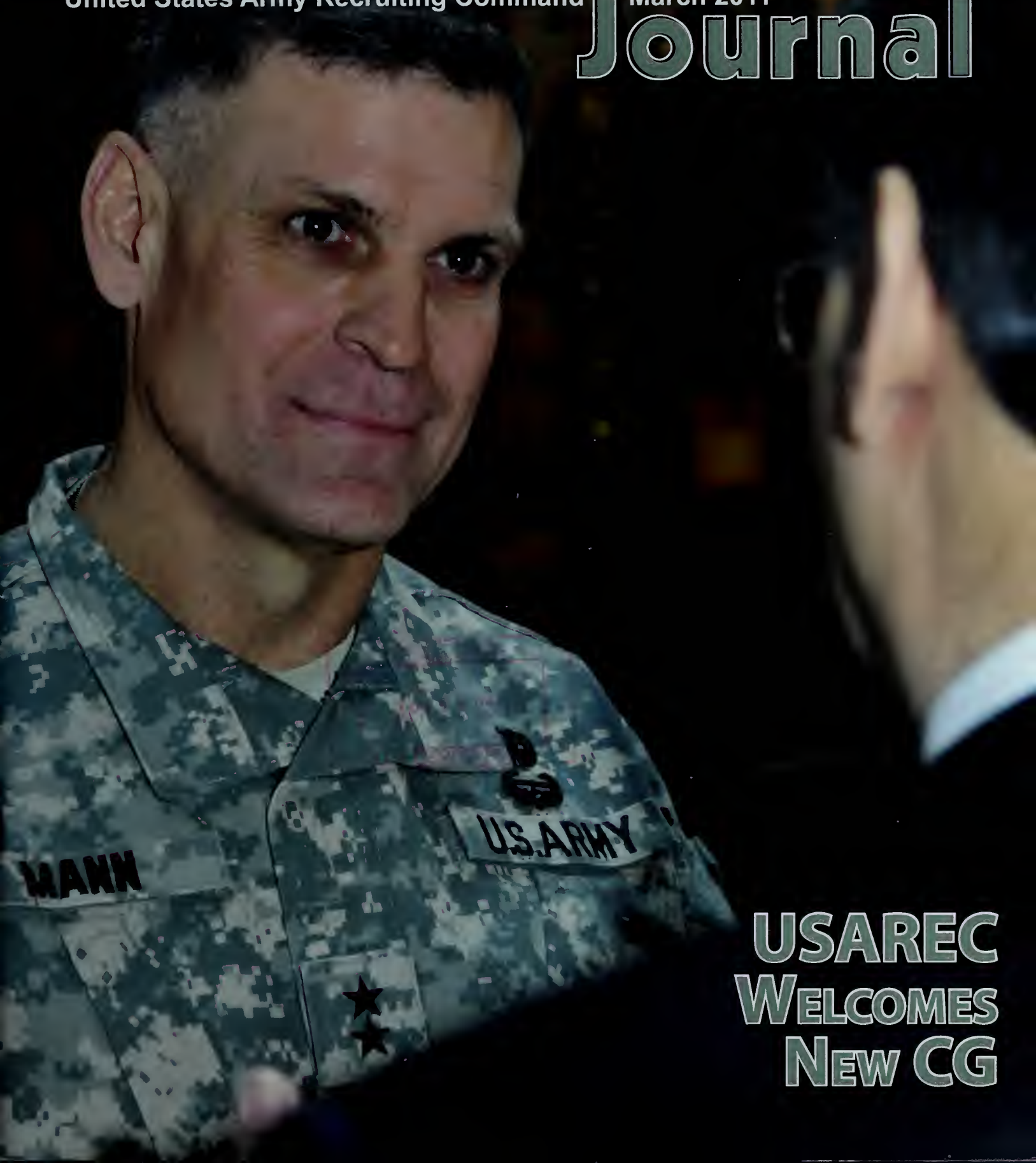


RECRUITER

United States Army Recruiting Command

March 2011

Journal



**USAREC
WELCOMES
NEW CG**



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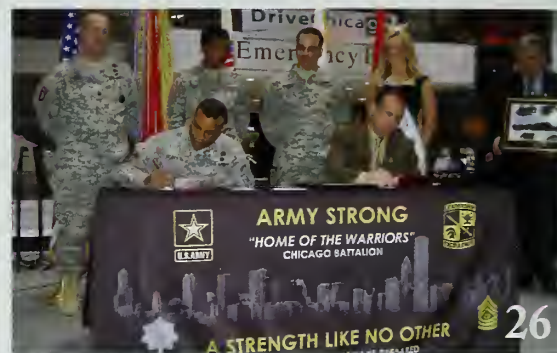
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FLARE

Our Army Values Set Us Apart

By Sgt. 1st Class Eric Tremblay
Onalaska, Wis., Recruiting Station



From the very first day in the Army, we are introduced to the seven Army Values. These values were not something we'd never heard of before. We were all taught some sort of personal values from our family members and other influencers; however, they vary from person to person. If the Army did not come up with its "organizational values," then all Soldiers would have to follow their individual value systems. If the Army allowed individuals to rely on their own values, it may or may not promote the working environment and behavior that the Army would find desirable. These seven Army Values are taught to Soldiers in Basic Training and are reinforced throughout a Soldier's military career. Therefore we were expected to memorize the seven Army Values and live by them every day both on and off duty.

Anyone can give you the definition but this is what they mean to me.

Loyalty possesses a high degree of dedication and insuring that he or she is available when called upon and puts the mission first to the best of their ability. Loyalty is a two-way street; you should not expect loyalty without being prepared to give it as well. We display loyalty when we train well, treat each other fairly and live by the values we talk about. Soldiers fight for each other; loyalty is that commitment.

Duty refers to working hard no matter what the situation is, and always giving your all. It is the commitment to excellence in all aspects so that when the job is done, we can look back and say we couldn't have given any more.

Respect is another value that is usually earned based on how you treat others and your experiences. However, it is important that respect be mutually distributed by all ranks. It can sometimes be difficult to uphold respect due to personality conflicts. In this organization, it doesn't matter if you respect them personally; you must respect his or her rank. Without respect for all other individuals there would not be a cohesive and team oriented Army.

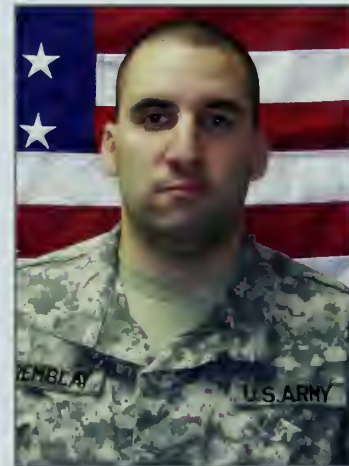
Selfless Service is portrayed immediately when we enlist in the Army. We often are required to put aside our feelings and desires to accomplish the mission. It is the ability to endure hardships because of love of our fellow Soldiers and our country.

Honor is something we display every time we decide to live the Army Values. It is the carrying out, acting and living all of the Army Values in everything we do.

Integrity is always tested because we are faced with the easy wrong over the hard right. No one likes to fail; instilling this value keeps Soldiers honest and lets them understand that sometimes it is better to fail at something than to compromise our integrity. It is the one thing that no one can take away. If we violate our integrity, we have to give it away and once it is gone, it can't be replaced.

Personal Courage is facing any obstacle all the way to near certain death. What makes this possible is that we look out for each other so we don't worry about ourselves but others around us and they will return the same on us.

When someone first looks at these values written in a book, on a dog tag or a wallet card, it sounds so easy to live by them. These values are tested every single day in a Soldier's life in some way. Shared values are what engender trust and link all Soldiers together. When someone fails to uphold these values, the entire organization is affected in some way. Violations of the Army Values can severely hinder mission capability and readiness. The Army Values go hand in hand with each other. It is important to respect the Army Values because they define who we are, what we do and what we stand for. Actions counter to the Army Values weaken our team, our morale and our readiness. They discredit our service and can lead the nation we serve to question our values. These values are what set us apart from everyone else.



Recruiting Operations in Schools: Deliberate, Thoughtful, Well-Executed

By Lt. Col. Adolphus Weems III
Nashville Battalion

During the Pre-Command Course in April, the Commanding General spoke with all of us incoming battalion commanders and charged us with “leading by example.” He encouraged us to “get back into your schools.” While I appreciated the wisdom of his counseling, I truly didn’t know what he was asking me to do.

Once I arrived in my new battalion, I had an opportunity to have lengthy discussions with my predecessor, my command sergeant major and the members of the battalion staff. Each of them, in their own way, reinforced the commanding general’s counseling with regard to our schools program.

We needed to re-energize and focus it to ensure we would be able to maintain our ability to achieve our assigned recruiting missions. We had a very high performing battalion, but our primary source of applicants was developed by our professional noncommissioned officers prospecting in the grad market.

After spending some time orienting myself to the battalion area and visiting with the company, station and center commanders, we developed a school program that has resulted in a significant increase in our Soldiers being embedded in their schools while setting the conditions for sustained recruiting success in the future.

Our school program starts with our vision that recruiting operations in the high school market must be deliberate, thoughtful and well-executed. Filling our role as the Army’s Ambassadors to our communities, we must demonstrate to students, parents and faculty members that we are a value-added resource in the schools and the community.

We accomplish this by demonstrating good citizenship, Army Values and leadership by example. We are committed to providing information on Army opportunities, programs and benefits whenever asked, but that is not our primary message during our school engagements. Our primary message centers around encouraging young Americans to stay “qualified for life” by making good choices about things such as getting an education, staying out of trouble and maintaining a healthy lifestyle.

One of the first building blocks we implemented was the concept of priority Centers of Influence (COI). We identified that within a school environment, there are levels of COIs who we could align our chain of command against and create engagements in depth throughout the school system. Recruiters would engage teachers, coaches and counselors. Station commanders would en-

gage senior guidance counselors and principals (and vice/assistant principals). Company commanders would engage principals and school district administrators. Battalion personnel (Commander and education services specialist) would engage state education officials. At each level, the talking points would reflect the Army message, but they would be crafted for that particular level of educator.

(See chart at right for more examples of priority COIs)

We then developed two categories of operations to engage our schools. Shaping operations (persistent presence) set the conditions for decisive operations (routine engagements) in our schools.

The primary focus for both operations is building a high school program centered on reaching and building relations with all classes (not just seniors), working with school administrators, encouraging students to graduate and developing enduring trusting relationships through ‘Deeds not Words!’ with the school administrations.

Our persistent presence (PP) activities are the shaping operations conducted in person at the school location. Recruiters maintain PP (or “drive-bys”) weekly at targeted schools and monthly at non-targeted schools. These visits generally consist of a COI visit (just a quick hello is sufficient), an RPI check, a banner or static display/advertisement check and/or a coordination meeting with school officials/faculty for upcoming routine engagements.

The key component of the PP visit is that it is conducted in such a repetitive manner that all members of the school (administration, faculty and students) view the recruiter as a part of the fabric of the school instead of an outsider making a random appearance.

Routine engagement activities are the decisive operations conducted in person at the school location. These activities may involve more than one member of the unit and/or additional subject matter experts. The school engagement program requires these to be conducted monthly at targeted schools and quarterly at non-targeted schools. General examples include, but are not limited to, classroom presentations (of approved curriculum topics), faculty interaction (including approved classes to faculty) and special events (such as Accession Support Brigade assets, TAIR presentation/events or Scholar/Athlete recognition).

These engagements are designed to instill the Army brand into the school through topics and events that encourage the holistic development of the students for their benefit and soci-

Priority Centers of Influence

Soldier/Recruiter

Teachers	VA Representative	Small Business Owners
Coaches	Registrar	Regional Field/Sales Representatives
Guidance Counselors	ROTC Instructors	
JROTC Instructors	Professors	Army Reserve Unit Administrators

Station Commander

Principals	ROTC Satellite OICs	PaYS Army Rep (inside company)
Vice/Assistant Principals	ROTC Operations Officers	Regional Managers/Area Supervisors
Head Guidance Counselor	University/College Dept Chairs	Army Reserve Company/Det Commanders

Company Commander/First Sergeant

School District Superintendents	Mayors/City Managers
District Policy Director	PaYS Partner Company CEO/COO
Principals (target schools)	Minor League Sports Team Marketing Directors
ROTC PMS	
University Presidents	
University/College Board of Directors	CASA/Reserve Ambassador (select)
Athletic Director (NCAA Div 1 programs)	Army Reserve Battalion Commanders

Battalion Commander/Command Sergeant Major/Staff

School District Superintendents (battalion target districts)	State Officials
Station Board of Education	Major League Sports Team Marketing Directors
ROTC PMS (select)	
University President (select)	CASA/Reserve Ambassador
Athletic Director (NCAA Div 1 programs (select))	Army Reserve Brigade Commanders
	Active Army Division/BCT Commanders

ety's benefit. Table set-ups and other non-interactive displays are never authorized as a routine engagement activity.

The school engagement plan I outlined requires a deliberate process for identifying which schools are categorized as "targeted" and which are not. Schools designated by the station and company commander and endorsed by the battalion commander as "targeted" have a high propensity for enlistments and meet battalion standardized criteria which consider DoD enlistments, school population, school location, ASVAB testing and other elements of information found in the automated school folders. This process ensures that the number of schools being engaged each week does not overwhelm the resources available (principally the recruiters' available work hours) to meet the program requirements.

Battalion and company commanders conducted their own shaping operations to set the conditions for this school plan. The battalion sent a letter to each high school principal outlining our desire to be a part of the school's efforts to educate and expand opportunities for its students. We identified the availability of

Army programs such as March2Success to prepare students to take standardized tests.

Company commanders personally visited every one of their assigned schools to ensure they "led by example" and used their visits to reinforce the battalion's goals and Army programs and opportunities.

The battalion leadership reinforces the school engagement program by conducting school visits and unit physical training at local schools as part of its station/center command visit program.

As I look forward to my remaining 16 months in USAREC, I have a better understanding and appreciation for the initial counseling the CG gave all of us at the Pre-Command Course. The school engagement program of the Nashville Battalion is a layered program that calls on leaders and Soldiers at all levels to demonstrate a commitment to reaching out to the community through positive leadership and role modeling to our young people in their schools. We take deliberate actions to inform the educator influencers of Army programs so they can better appreciate the opportunities the Army has for their students.



Recruiters in charge of managing Facebook pages implement the latest changes during a training session at the Milwaukee Recruiting Battalion headquarters Feb. 10. Maria Hernandez (left), USAREC social network administrator, provides guidance on USAREC standards for Facebook usage as she reviews individual recruiting station pages.

From Pond Fishing to Ocean Fishing

Battalion Nets Wealth of Possibilities By Exploring Social Media

*Story and photo by Jorge Gomez
Milwaukee Recruiting Battalion*

Staff Sgt. Jeremy Lawrey, a recruiter in Rhinelander, attributes at least six enlistments over the course of four months to social media. He uses the technology to learn something about his prospects so he can better address their interests and goals.

Lawrey and the Milwaukee Recruiting Battalion are leveraging social media to reach their target market and centers of influence in new ways. As the rules of social media, such as Facebook, change and the U.S. Army Recruiting Command provides guidance accordingly, the Milwaukee Battalion is exploring these new modes of communication.

"We've been shifting gears with every change made by Facebook but that's just the nature of today's technology," said Lt. Col. Robert L. Cody II, battalion commander. "Social media is spreading and evolving rapidly. We have to be part of this fluid and creative process."

Recruiters are learning how to tap the potential Facebook provides as they are working through the changes and limitations imposed by the platform. Battalion leaders received Facebook training in October 2010 and again in February 2011 reflecting new rules and USAREC's standards. Shortly after February's training, the battalion was alerted to another round of changes.

In spite of the volatility, Facebook is becoming the choice method of communication for Future Soldier squad leaders. E-mail and phone calls are still used but the events functionality in Facebook gets more responses about upcoming training events and spreads the news to friends of Future Soldiers.

Staff Sgt. Justin Stuckart, a recruiter in Fond du Lac, takes photos of Future Soldiers working out with recruiters and e-mails them their photos.

"The Future Soldiers post the photos to their Facebook page and comment about how cool it was to work out with Soldiers," Stuckart said. "And that raises Army awareness among their friends."

Not all friends join the Army, but becoming friends with Sol-

“ I can’t personally speak about every program in the Army, but I can find Soldiers with that specific experience through Facebook and have them link up with prospects. ”

— Staff Sgt. Justin Stuckart
Milwaukee Battalion

diers helps the decision-making process. Stuckart said it sometimes makes the difference to prospects if they can talk with a Soldier who is doing what he or she wants to do. Social media lends credibility to recruiting efforts by providing a voice to those Soldiers who are not recruiters.

“I can’t personally speak about every program in the Army, but I can find Soldiers with that specific experience through Facebook and have them link up with prospects,” Stuckart said. “Most of the people I have enlisted now have made some connection with [non-recruiting] Soldiers of like mind.”

Recruiters such as Staff Sgt. Thomas Miller, a recruiter in Appleton, are seeing the immediate impact of connecting with prospects through Facebook. He handed out a business card with a Facebook address to a student during a recent school visit. The student became a fan of Miller’s station page as he walked away, using a smartphone.

“Only 10 minutes later the kid had already posted that school was boring but that he had to finish school in order to join the Army,” Miller said.

The incident illustrates how Army awareness can quickly spread to circles of friends by inviting prospects to fan or “like” their page, he said.

For Staff Sgt. Marc Weier the best part of Facebook is keeping abreast with events and activities of his station’s schools. He manages Facebook pages for Green Bay and Shawano Recruiting Stations and has “fanned” all 28 schools in their footprint.

“Instead of having to dig around a school’s Web site to find out what they’re doing, that information comes to me through Facebook,” Weier said.

Collecting information is not the only function of fanning a school Facebook page. Station pages can also message other organizational fan pages, said Mark Howell, USAREC public information officer.

“If a school has a Facebook fan page then there’s probably a student savvy enough to create a separate fan page for a student club or sports team. Recruiters should find those fan pages and make a connection. Then they can message that group such as notify them they are coming to the school,” Howell said.

Sergeant Adam Parsons, a recruiter in West Bend, has been communicating with school sports teams, yearbook committees and several niche groups through Facebook.

“If a school’s golf team announces they won a game then I learn about it through their fan page and it becomes a great way to talk to the team when I visit the school,” Parsons said. “It make things more personable when I go to the schools.”

Although knowing something about a team before meeting them in person is practical, messaging that team’s fan page has the potential of spreading beyond that network of golfers, Howell said.

These social media features form part of what the battalion envisions for engaging prospects. They represent the initial stage of adapting to a new mode of communication and a new way of recruiting.

“Only by exploring the technology creatively within USAREC boundaries can we further unleash the full potential of social media,” Cody said. “We’ve yet to see how far this can take us.”

Facebook Update Offers New Functionality

Mark J. Howell
HQ USAREC, G7/9

Starting officially March 10, Facebook is adding several new features which increase the functionality of fan pages. The USAREC Social Media Division is currently working on an update to the Tactics, Techniques and Procedures (TTP) document originally sent out in January, and will include best practices and step-by-step instructions on how to use the new features advantageously for recruiting purposes.

Among the new features:

- A new photo bar at the top of the page to showcase your best photos.
- The ability for fan pages to post on other fan pages.
- A new profanity filter, which removes questionable language from postings on your page. There are default and customizable settings available.
- Favorite pages turn into “likes,” allowing you to create connections easier.
- The removal of boxes on the left navigation bar. Any boxes you had on your page have been converted to links on the left side of the page, to create a cleaner look.
- Additional options for privacy settings and notifications. You can now be alerted via e-mail any time a post or comment is put on your page, to shorten administration time.

If you are familiar with Facebook, you’ll notice that these changes make the pages very similar to friend pages. The only real difference between friend and fan pages now is the ability to directly message someone. All communication and messaging from the fan (business) pages must be done publicly.

The updated TTPs should hit the field in mid-March. They will also be available on the USAREC Social Networking SharePoint page: <http://span.usaac.army.mil/pub/RC-G7G9/SN> (NOTE: The page is only available to those logged onto a USAREC system.)

See how the Rice Lake Recruiting Station stays connected:
www.facebook.com/ArmyRecruiting54868

Valuable to Former Recruiter

Recruiting Skills

By Fonda Bock
Medical Brigade

For 12 years he worked to recruit people into the Army. Now 38-year-old Rafael Abreu, a retired sergeant first class, uses those same recruiting skills to assist people in their search for federal jobs.

"These skills come into play on a regular basis as I interact with the public, meet with organizations, business and local leaders," said Abreu.

As a regional recruitment coordinator for the Department of Labor, Abreu serves as a liaison and community outreach representative for the Philadelphia Region Office of the Assistant Secretary for Administration and Management (OASAM Region III).

His responsibilities include working on the development and implementation of strategies for outreach and recruitment initiatives with the goal of helping to recruit a diversified workforce for the Department of Labor.

Composed of more than 29 different federal agencies, the DOL includes the Mine Safety and Health Administration, the Bureau of Labor Statistics, the Office of Inspector General and the Occupational Safety and Health Administration.

Abreu applied for this job through USAJOBS a few months before he retired in September 2010. He believes the interpersonal, public speaking, time management and leadership skills he developed as a recruiter and a Soldier helped him land this job.

"I'm a confident professional [who's] able to interact with all types of people in very different settings, whether it's giving a briefing to a group of 10 or 350, interviewing a recent college graduate or talking to a senior executive. Recruiting is all about time management and today, it's no different — it's all about doing the job and using your time wisely."

Abreu's job entails working on recruitment strategies, attending recruitment fairs at regional and national levels and doing outreach to organizations and industry. He seeks individuals to fill a wide range of jobs from attorneys, paralegals, human resources specialists, economists, program managers and mathematical statisticians to engineers and safety and health specialists, to name a few.

"I love this job. As a recruiter for the Army, I really loved going out and engaging the public while showing

them everything the Army had to offer. This job gives me a chance to do that for DOL and more.

He says this position has provided him the opportunity to gain valuable insight into the human resources arena for the federal government and putting together policy and recruitment strategies. Currently, his office is working on a strategy that seeks to improve employment opportunities for persons with disabilities.

"Interpersonal skills and the ability to communicate are an essential part of what I do," said Abreu. "Whereas I used to engage with principals and teachers, now I'm dealing with state officials, national organizations and industry."

He also looks for ways to get the word out, in this time of high unemployment, that there are federal jobs available and educate people about the federal hiring process.

He encourages USAREC Soldiers getting close to retirement or looking to make a change to market their recruiting skills when looking for positions in the civilian world.

"I feel there are marketable skills and attributes we develop as Soldiers, which may not be as common among people who've never worn the uniform. For example, I feel the training I

received at the Recruiting and Retention School to be certified as an instructor does help me quite a bit in my current line of work and helped me develop a lot of techniques I use in preparing and delivering information during presentations and workshops today.

"The key is putting all [the skills and attributes] together to present the best possible package to an employer. I would encourage any member of the Armed Services who is considering stepping out of the uniform to prepare [himself or herself] and take advantage of everything they have at their disposal to prepare for the transition. Educating yourself in order to be as competitive as possible is paramount, and always pay attention to detail."

Abreu joined the Army in 1990 and was assigned to USAREC in 1998. He worked at the Chicago, Harrisburg and Jacksonville battalions and served as a recruiter, a station commander, an operations NCO, guidance counselor, master trainer and an instructor at the Recruiting and Retention School.



Rafael Abreu

Improving Peer-to-Peer Learning in USAREC

Story and photo by Julia Bobick
Editor

Fourteen recruiting battalion commanders at various stages in their commands from across all the brigades shared best practices and engaged in open dialogue with the deputy commanding general for two days in February in an effort to improve peer-to-peer learning across USAREC as a part of the command's Knowledge Management program.

"This is such a large, diverse command, there's so much room for cross fertilization and learning from one another," said Brig. Gen. Bryan T. Roberts, USAREC DCG. He added that with such a steep learning curve for officers coming to the command, it's critical to take advantage of every learning opportunity, as well as the people who have already "been there and done that."

"Events like this hopefully will reduce the learning curve and enable us to learn from each other," Roberts said.

Following a conversation with the USAREC chief of staff and G3 in the fall of 2010, Roberts implemented the battalion commander training — bringing together about a third of the battalion commanders and their operations officers every four to six months — to add to the learning processes established in the command post PCC validation program.

The first training event was conducted during the Annual Leadership Training Conference in October, and Roberts said he was amazed at how much he learned and how much the participating commanders learned from one another.

"My fellow commanders are doing some great work. Learning from each other's experience is extremely valuable. Technology is useful, but absolutely no substitute for face-to-face training," said Lt. Col. Erica Clarkson, 6th Medical Recruiting Battalion.

The informal, cohesive, facilitated, conversational, face-to-face format made the training especially relevant and useful, according to Miami Battalion Commander Lt. Col. Isaac Johnson.

"We have very few opportunities to interact with fellow battalion commanders for a variety of reasons. The training allowed us the opportunity to dialogue with each other on topics that are important to our success as battalion commanders," said Lt. Col. Fran Hardison, Dallas Battalion.

She added that by facilitating the conversation, the DCG set the tone for how important it is to communicate across all levels and unit boundaries across the command.

Because every battalion executes its mission in different ways and with different tools commanders appreciated learning how each other conducts business, according to Lt. Col. Daniel O'Grady, Jacksonville Battalion. "There were several ways of doing business and many good ideas that I hadn't thought of that might work for us in the Jacksonville Battalion."

As the training concluded, Roberts encouraged commanders to take what they learned and develop their own programs or enhance their programs already in place.

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*— Lt. Col. Fran Hardison
Dallas Battalion*

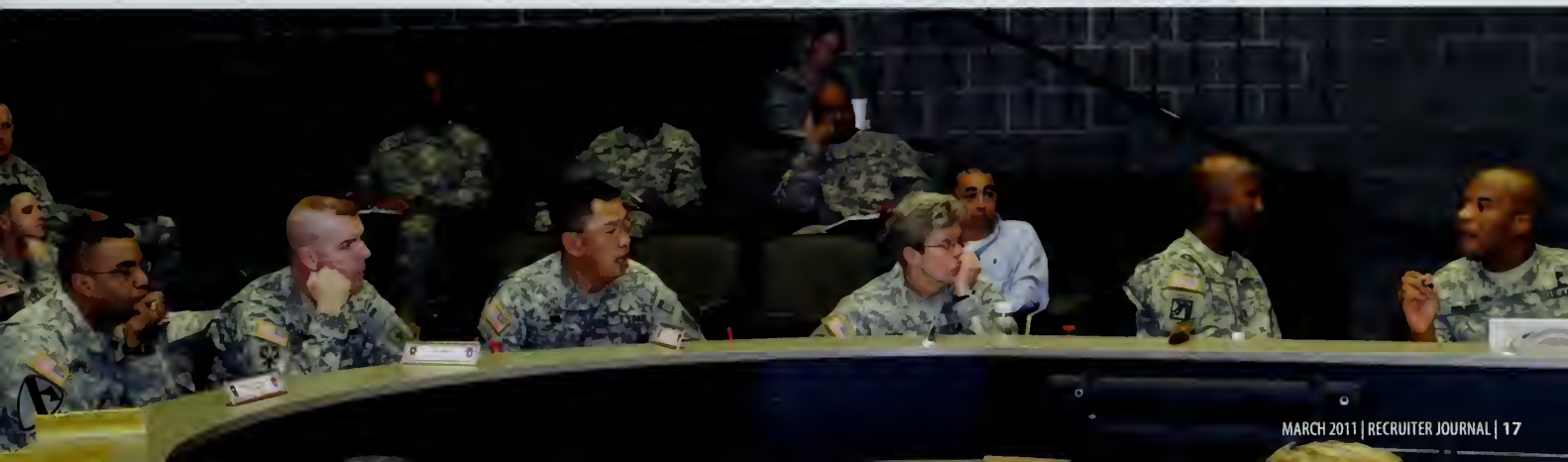
Because only a third of the battalion commanders were present, the USAREC G3 captured the briefings, discussion highlights and TTPs to share with the rest of the commanders through SharePoint.

"We have to be engaged in a continuous learning process — a process that takes us from good to great. It makes us all better as a team," Roberts said.

More importantly, he asked them to ensure the dialogue does not stop after the training and use the tools like SharePoint and Recruiting ProNet to continue to share best practices.

"We must continue to have these type discussions to expand our lines of communication and, as a team, contribute to the vision of this command," said Lt. Col. Jose Torres, Baton Rouge Battalion.

The next training is scheduled for mid-April with a new group of commanders.



Soldier Reels in Support

As any true angler knows, the mirror-like surface of tranquil waters masks the secret life beneath — schools of fish, each fish ready to fight for its life against a savvy fisherman's hook and line. Not unlike the lake's serene surface, beneath Staff Sgt. Michael Garrett's unflappable, calm demeanor is a fierce devotion to those have suffered from wounds inflicted upon them during an ongoing war on terror.

A professional Soldier first, Garrett is a veteran of three deployments to Iraq. To this day he remembers wounded comrades carried off the battlefield.

To honor those Soldiers, he invests personal time as a bass angler to earn contributions to three charities that support the rehabilitation of wounded warriors and their families. Garrett's abilities have hooked him more than a dozen sponsors, netting him many top finishes in tournaments.

"Our slogan is 'Support. Defend. Fish,'" said Garrett, who is a member of the ArmyBassAnglers Pro Staff. "Our first mission is to support: Support our charities."

Garrett said the non-profit ArmyBassAnglers support the Warrior and Family Support Center at Brooke Army Medical Center in San Antonio, Texas (www.returningheroeshome.org), Heroes on the Water and Veterans Outdoors.

"Our 'Defend' portion comes in since we defend our nation, we fight for our country," said Garrett, a military policeman whose been in the Army for 13 years. "The third pillar is 'Fish.' What [bass anglers in the program] do is fish all over the country and raise awareness for [their wounded warrior] charities."

On return from one of his deployments, Garrett stopped by the Warrior and Family Support Center to visit a Soldier he served with in Iraq.

"We had a big long talk and he was thankful for everything I was doing," Garrett reflected.

Garrett said he gained a new perspective on how his contributions supported the center. The funds he and other fishermen raised have helped complete three different projects at the center, including an outdoor garden area.

Heroes on the Water provides kayak trips for wounded veterans. The organization also provides

Our Army Values Set Us Apart

By Sgt. 1st Class Eric Tremblay
Onalaska, Wis., Recruiting Station

From the very first day in the Army, we are introduced to the seven Army Values. These values were not something we'd never heard of before. We were all taught some sort of personal values from our family members and other influencers; however, they vary from person to person. If the Army did not come up with its "organizational values," then all Soldiers would have to follow their individual value systems. If the Army allowed individuals to rely on their own values, it may or may not promote the working environment and behavior that the Army would find desirable. These seven Army Values are taught to Soldiers in Basic Training and are reinforced throughout a Soldier's military career. Therefore we were expected to memorize the seven Army Values and live by them every day both on and off duty.

Anyone can give you the definition but this is what they mean to me.

Loyalty possesses a high degree of dedication and insuring that he or she is available when called upon and puts the mission first to the best of their ability. Loyalty is a two-way street; you should not expect loyalty without being prepared to give it as well. We display loyalty when we train well, treat each other fairly and live by the values we talk about. Soldiers fight for each other; loyalty is that commitment.

Duty refers to working hard no matter what the situation is, and always giving your all. It is the commitment to excellence in all aspects so that when the job is done, we can look back and say we couldn't have given any more.

Respect is another value that is usually earned based on how you treat others and your experiences. However, it is important that respect be mutually distributed by all ranks. It can sometimes be difficult to uphold respect due to personality conflicts. In this organization, it doesn't matter if you respect them personally; you must respect his or her rank. Without respect for all other individuals there would not be a cohesive and team oriented Army.

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By Lt. Col. Adolphus Weems III
Nashville Battalion

During the Pre-Command Course in April, the Commanding General spoke with all of us incoming battalion commanders and charged us with “leading by example.” He encouraged us to “get back into your schools.” While I appreciated the wisdom of his counseling, I truly didn’t know what he was asking me to do.

Once I arrived in my new battalion, I had an opportunity to have lengthy discussions with my predecessor, my command sergeant major and the members of the battalion staff. Each of them, in their own way, reinforced the commanding general’s counseling with regard to our schools program.

We needed to re-energize and focus it to ensure we would be able to maintain our ability to achieve our assigned recruiting missions. We had a very high performing battalion, but our primary source of applicants was developed by our professional noncommissioned officers prospecting in the grad market.

After spending some time orienting myself to the battalion area and visiting with the company, station and center commanders, we developed a school program that has resulted in a significant increase in our Soldiers being embedded in their schools while setting the conditions for sustained recruiting success in the future.

Our school program starts with our vision that recruiting operations in the high school market must be deliberate, thoughtful and well-executed. Filling our role as the Army’s Ambassadors to our communities, we must demonstrate to students, parents and faculty members that we are a value-added resource in the schools and the community.

We accomplish this by demonstrating good citizenship, Army Values and leadership by example. We are committed to providing information on Army opportunities, programs and benefits whenever asked, but that is not our primary message during our school engagements. Our primary message centers around encouraging young Americans to stay “qualified for life” by making good choices about things such as getting an education, staying out of trouble and maintaining a healthy lifestyle.

One of the first building blocks we implemented was the concept of priority Centers of Influence (COI). We identified that within a school environment, there are levels of COIs who we could align our chain of command against and create engagements in depth throughout the school system. Recruiters would engage teachers, coaches and counselors. Station commanders would en-

gage senior guidance counselors and principals (and vice/assistant principals). Company commanders would engage principals and school district administrators. Battalion personnel (Commander and education services specialist) would engage state education officials. At each level, the talking points would reflect the Army message, but they would be crafted for that particular level of educator.

(See chart at right for more examples of priority COIs)

We then developed two categories of operations to engage our schools. Shaping operations (persistent presence) set the conditions for decisive operations (routine engagements) in our schools.

The primary focus for both operations is building a high school program centered on reaching and building relations with all classes (not just seniors), working with school administrators, encouraging students to graduate and developing enduring trusting relationships through ‘Deeds not Words!’ with the school administrations.

Our persistent presence (PP) activities are the shaping operations conducted in person at the school location. Recruiters maintain PP (or “drive-bys”) weekly at targeted schools and monthly at non-targeted schools. These visits generally consist of a COI visit (just a quick hello is sufficient), an RPI check, a banner or static display/advertisement check and/or a coordination meeting with school officials/faculty for upcoming routine engagements.

The key component of the PP visit is that it is conducted in such a repetitive manner that all members of the school (administration, faculty and students) view the recruiter as a part of the fabric of the school instead of an outsider making a random appearance.

Routine engagement activities are the decisive operations conducted in person at the school location. These activities may involve more than one member of the unit and/or additional subject matter experts. The school engagement program requires these to be conducted monthly at targeted schools and quarterly at non-targeted schools. General examples include, but are not limited to, classroom presentations (of approved curriculum topics), faculty interaction (including approved classes to faculty) and special events (such as Accession Support Brigade assets, TAIR presentation/events or Scholar/Athlete recognition).

These engagements are designed to instill the Army brand into the school through topics and events that encourage the holistic development of the students for their benefit and soci-

Priority Centers of Influence

Soldier/Recruiter

Teachers	VA Representative	Small Business Owners
Coaches	Registrar	Regional Field/Sales Representatives
Guidance Counselors	ROTC Instructors	
JROTC Instructors	Professors	Army Reserve Unit Administrators

Station Commander

Principals	ROTC Satellite OICs	PaYS Army Rep (inside company)
Vice/Assistant Principals	ROTC Operations Officers	Regional Managers/Area Supervisors
Head Guidance Counselor	University/College Dept Chairs	Army Reserve Company/Det Commanders

Company Commander/First Sergeant

School District Superintendents		Mayors/City Managers
District Policy Director		PaYS Partner Company CEO/COO
Principals (target schools)	ROTC PMS	Minor League Sports Team Marketing Directors
	University Presidents	
	University/College Board of Directors	CASA/Reserve Ambassador (select)
	Athletic Director (NCAA Div 1 programs)	Army Reserve Battalion Commanders

Battalion Commander/Command Sergeant Major/Staff

School District Superintendents (battalion target districts)	State Officials
Station Board of Education	Major League Sports Team Marketing Directors
ROTC PMS (select)	
University President (select)	CASA/Reserve Ambassador
Athletic Director (NCAA Div 1 programs (select))	Army Reserve Brigade Commanders
	Active Army Division/BCT Commanders

ety's benefit. Table set-ups and other non-interactive displays are never authorized as a routine engagement activity.

The school engagement plan I outlined requires a deliberate process for identifying which schools are categorized as "targeted" and which are not. Schools designated by the station and company commander and endorsed by the battalion commander as "targeted" have a high propensity for enlistments and meet battalion standardized criteria which consider DoD enlistments, school population, school location, ASVAB testing and other elements of information found in the automated school folders. This process ensures that the number of schools being engaged each week does not overwhelm the resources available (principally the recruiters' available work hours) to meet the program requirements.

Battalion and company commanders conducted their own shaping operations to set the conditions for this school plan. The battalion sent a letter to each high school principal outlining our desire to be a part of the school's efforts to educate and expand opportunities for its students. We identified the availability of

Army programs such as March2Success to prepare students to take standardized tests.

Company commanders personally visited every one of their assigned schools to ensure they "led by example" and used their visits to reinforce the battalion's goals and Army programs and opportunities.

The battalion leadership reinforces the school engagement program by conducting school visits and unit physical training at local schools as part of its station/center command visit program.

As I look forward to my remaining 16 months in USAREC, I have a better understanding and appreciation for the initial counseling the CG gave all of us at the Pre-Command Course. The school engagement program of the Nashville Battalion is a layered program that calls on leaders and Soldiers at all levels to demonstrate a commitment to reaching out to the community through positive leadership and role modeling to our young people in their schools. We take deliberate actions to inform the educator influencers of Army programs so they can better appreciate the opportunities the Army has for their students.



Recruiters in charge of managing Facebook pages implement the latest changes during a training session at the Milwaukee Recruiting Battalion headquarters Feb. 10. Maria Hernandez (left), USAREC social network administrator, provides guidance on USAREC standards for Facebook usage as she reviews individual recruiting station pages.

From Pond Fishing to Ocean Fishing

Battalion Nets Wealth of Possibilities By Exploring Social Media

*Story and photo by Jorge Gomez
Milwaukee Recruiting Battalion*

Staff Sgt. Jeremy Lawrey, a recruiter in Rhinelander, attributes at least six enlistments over the course of four months to social media. He uses the technology to learn something about his prospects so he can better address their interests and goals.

Lawrey and the Milwaukee Recruiting Battalion are leveraging social media to reach their target market and centers of influence in new ways. As the rules of social media, such as Facebook, change and the U.S. Army Recruiting Command provides guidance accordingly, the Milwaukee Battalion is exploring these new modes of communication.

"We've been shifting gears with every change made by Facebook but that's just the nature of today's technology," said Lt. Col. Robert L. Cody II, battalion commander. "Social media is spreading and evolving rapidly. We have to be part of this fluid and creative process."

Recruiters are learning how to tap the potential Facebook provides as they are working through the changes and limitations imposed by the platform. Battalion leaders received Facebook training in October 2010 and again in February 2011 reflecting new rules and USAREC's standards. Shortly after February's training, the battalion was alerted to another round of changes.

In spite of the volatility, Facebook is becoming the choice method of communication for Future Soldier squad leaders. E-mail and phone calls are still used but the events functionality in Facebook gets more responses about upcoming training events and spreads the news to friends of Future Soldiers.

Staff Sgt. Justin Stuckart, a recruiter in Fond du Lac, takes photos of Future Soldiers working out with recruiters and e-mails them their photos.

"The Future Soldiers post the photos to their Facebook page and comment about how cool it was to work out with Soldiers," Stuckart said. "And that raises Army awareness among their friends."

Not all friends join the Army, but becoming friends with Sol-

“ I can’t personally speak about every program in the Army, but I can find Soldiers with that specific experience through Facebook and have them link up with prospects. ”

*— Staff Sgt. Justin Stuckart
Milwaukee Battalion*

diers helps the decision-making process. Stuckart said it sometimes makes the difference to prospects if they can talk with a Soldier who is doing what he or she wants to do. Social media lends credibility to recruiting efforts by providing a voice to those Soldiers who are not recruiters.

“I can’t personally speak about every program in the Army, but I can find Soldiers with that specific experience through Facebook and have them link up with prospects,” Stuckart said. “Most of the people I have enlisted now have made some connection with [non-recruiting] Soldiers of like mind.”

Recruiters such as Staff Sgt. Thomas Miller, a recruiter in Appleton, are seeing the immediate impact of connecting with prospects through Facebook. He handed out a business card with a Facebook address to a student during a recent school visit. The student became a fan of Miller’s station page as he walked away, using a smartphone.

“Only 10 minutes later the kid had already posted that school was boring but that he had to finish school in order to join the Army,” Miller said.

The incident illustrates how Army awareness can quickly spread to circles of friends by inviting prospects to fan or “like” their page, he said.

For Staff Sgt. Marc Weier the best part of Facebook is keeping abreast with events and activities of his station’s schools. He manages Facebook pages for Green Bay and Shawano Recruiting Stations and has “fanned” all 28 schools in their footprint.

“Instead of having to dig around a school’s Web site to find out what they’re doing, that information comes to me through Facebook,” Weier said.

Collecting information is not the only function of fanning a school Facebook page. Station pages can also message other organizational fan pages, said Mark Howell, USAREC public information officer.

“If a school has a Facebook fan page then there’s probably a student savvy enough to create a separate fan page for a student club or sports team. Recruiters should find those fan pages and make a connection. Then they can message that group such as notify them they are coming to the school,” Howell said.

Sergeant Adam Parsons, a recruiter in West Bend, has been communicating with school sports teams, yearbook committees and several niche groups through Facebook.

“If a school’s golf team announces they won a game then I learn about it through their fan page and it becomes a great way to talk to the team when I visit the school,” Parsons said. “It make things more personable when I go to the schools.”

Although knowing something about a team before meeting them in person is practical, messaging that team’s fan page has the potential of spreading beyond that network of golfers, Howell said.

These social media features form part of what the battalion envisions for engaging prospects. They represent the initial stage of adapting to a new mode of communication and a new way of recruiting.

“Only by exploring the technology creatively within USAREC boundaries can we further unleash the full potential of social media,” Cody said. “We’ve yet to see how far this can take us.”

Facebook Update Offers New Functionality

Mark J. Howell
HQ USAREC, G7/9

Starting officially March 10, Facebook is adding several new features which increase the functionality of fan pages. The USAREC Social Media Division is currently working on an update to the Tactics, Techniques and Procedures (TTP) document originally sent out in January, and will include best practices and step-by-step instructions on how to use the new features advantageously for recruiting purposes.

Among the new features:

- A new photo bar at the top of the page to showcase your best photos.
- The ability for fan pages to post on other fan pages.
- A new profanity filter, which removes questionable language from postings on your page. There are default and customizable settings available.
- Favorite pages turn into “likes,” allowing you to create connections easier.
- The removal of boxes on the left navigation bar. Any boxes you had on your page have been converted to links on the left side of the page, to create a cleaner look.
- Additional options for privacy settings and notifications. You can now be alerted via e-mail any time a post or comment is put on your page, to shorten administration time.

If you are familiar with Facebook, you’ll notice that these changes make the pages very similar to friend pages. The only real difference between friend and fan pages now is the ability to directly message someone. All communication and messaging from the fan (business) pages must be done publicly.

The updated TTPs should hit the field in mid-March. They will also be available on the USAREC Social Networking SharePoint page: <http://span.usaac.army.mil/pub/RC-G7G9/SN> (NOTE: The page is only available to those logged onto a USAREC system.)

See how the Rice Lake Recruiting Station stays connected:
www.facebook.com/ArmyRecruiting54868

Valuable to Former Recruiter

Recruiting Skills

By Fonda Bock
Medical Brigade

For 12 years he worked to recruit people into the Army. Now 38-year-old Rafael Abreu, a retired sergeant first class, uses those same recruiting skills to assist people in their search for federal jobs.

"These skills come into play on a regular basis as I interact with the public, meet with organizations, business and local leaders," said Abreu.

As a regional recruitment coordinator for the Department of Labor, Abreu serves as a liaison and community outreach representative for the Philadelphia Region Office of the Assistant Secretary for Administration and Management (OASAM Region III).

His responsibilities include working on the development and implementation of strategies for outreach and recruitment initiatives with the goal of helping to recruit a diversified workforce for the Department of Labor.

Composed of more than 29 different federal agencies, the DOL includes the Mine Safety and Health Administration, the Bureau of Labor Statistics, the Office of Inspector General and the Occupational Safety and Health Administration.

Abreu applied for this job through USAJOBS a few months before he retired in September 2010. He believes the interpersonal, public speaking, time management and leadership skills he developed as a recruiter and a Soldier helped him land this job.

"I'm a confident professional [who's] able to interact with all types of people in very different settings, whether it's giving a briefing to a group of 10 or 350, interviewing a recent college graduate or talking to a senior executive. Recruiting is all about time management and today, it's no different — it's all about doing the job and using your time wisely."

Abreu's job entails working on recruitment strategies, attending recruitment fairs at regional and national levels and doing outreach to organizations and industry. He seeks individuals to fill a wide range of jobs from attorneys, paralegals, human resources specialists, economists, program managers and mathematical statisticians to engineers and safety and health specialists, to name a few.

"I love this job. As a recruiter for the Army, I really loved going out and engaging the public while showing

them everything the Army had to offer. This job gives me a chance to do that for DOL and more.

He says this position has provided him the opportunity to gain valuable insight into the human resources arena for the federal government and putting together policy and recruitment strategies. Currently, his office is working on a strategy that seeks to improve employment opportunities for persons with disabilities.

"Interpersonal skills and the ability to communicate are an essential part of what I do," said Abreu. "Whereas

I used to engage with principals and teachers, now I'm dealing with state officials, national organizations and industry."

He also looks for ways to get the word out, in this time of high unemployment, that there are federal jobs available and educate people about the federal hiring process.

He encourages USAREC Soldiers getting close to retirement or looking to make a change to market their recruiting skills when looking for positions in the civilian world.

"I feel there are marketable skills and attributes we develop as Soldiers, which may not be as common among people who've never worn the uniform. For example, I feel the training I

received at the Recruiting and Retention School to be certified as an instructor does help me quite a bit in my current line of work and helped me develop a lot of techniques I use in preparing and delivering information during presentations and workshops today.

"The key is putting all [the skills and attributes] together to present the best possible package to an employer. I would encourage any member of the Armed Services who is considering stepping out of the uniform to prepare [himself or herself] and take advantage of everything they have at their disposal to prepare for the transition. Educating yourself in order to be as competitive as possible is paramount, and always pay attention to detail."

Abreu joined the Army in 1990 and was assigned to USAREC in 1998. He worked at the Chicago, Harrisburg and Jacksonville battalions and served as a recruiter, a station commander, an operations NCO, guidance counselor, master trainer and an instructor at the Recruiting and Retention School.



Rafael Abreu

Improving Peer-to-Peer Learning in USAREC

Story and photo by Julia Bobick
Editor

Fourteen recruiting battalion commanders at various stages in their commands from across all the brigades shared best practices and engaged in open dialogue with the deputy commanding general for two days in February in an effort to improve peer-to-peer learning across USAREC as a part of the command's Knowledge Management program.

"This is such a large, diverse command, there's so much room for cross fertilization and learning from one another," said Brig. Gen. Bryan T. Roberts, USAREC DCG. He added that with such a steep learning curve for officers coming to the command, it's critical to take advantage of every learning opportunity, as well as the people who have already "been there and done that."

"Events like this hopefully will reduce the learning curve and enable us to learn from each other," Roberts said.

Following a conversation with the USAREC chief of staff and G3 in the fall of 2010, Roberts implemented the battalion commander training — bringing together about a third of the battalion commanders and their operations officers every four to six months — to add to the learning processes established in the command post PCC validation program.

The first training event was conducted during the Annual Leadership Training Conference in October, and Roberts said he was amazed at how much he learned and how much the participating commanders learned from one another.

"My fellow commanders are doing some great work. Learning from each other's experience is extremely valuable. Technology is useful, but absolutely no substitute for face-to-face training," said Lt. Col. Erica Clarkson, 6th Medical Recruiting Battalion.

The informal, cohesive, facilitated, conversational, face-to-face format made the training especially relevant and useful, according to Miami Battalion Commander Lt. Col. Isaac Johnson.

"We have very few opportunities to interact with fellow battalion commanders for a variety of reasons. The training allowed us the opportunity to dialogue with each other on topics that are important to our success as battalion commanders," said Lt. Col. Fran Hardison, Dallas Battalion.

She added that by facilitating the conversation, the DCG set the tone for how important it is to communicate across all levels and unit boundaries across the command.

Because every battalion executes its mission in different ways and with different tools commanders appreciated learning how each other conducts business, according to Lt. Col. Daniel O'Grady, Jacksonville Battalion. "There were several ways of doing business and many good ideas that I hadn't thought of that might work for us in the Jacksonville Battalion."

As the training concluded, Roberts encouraged commanders to take what they learned and develop their own programs or enhance their programs already in place.

"The training allowed us the opportunity to dialogue with each other on topics that are important to our success as battalion commanders."

*— Lt. Col. Fran Hardison
Dallas Battalion*

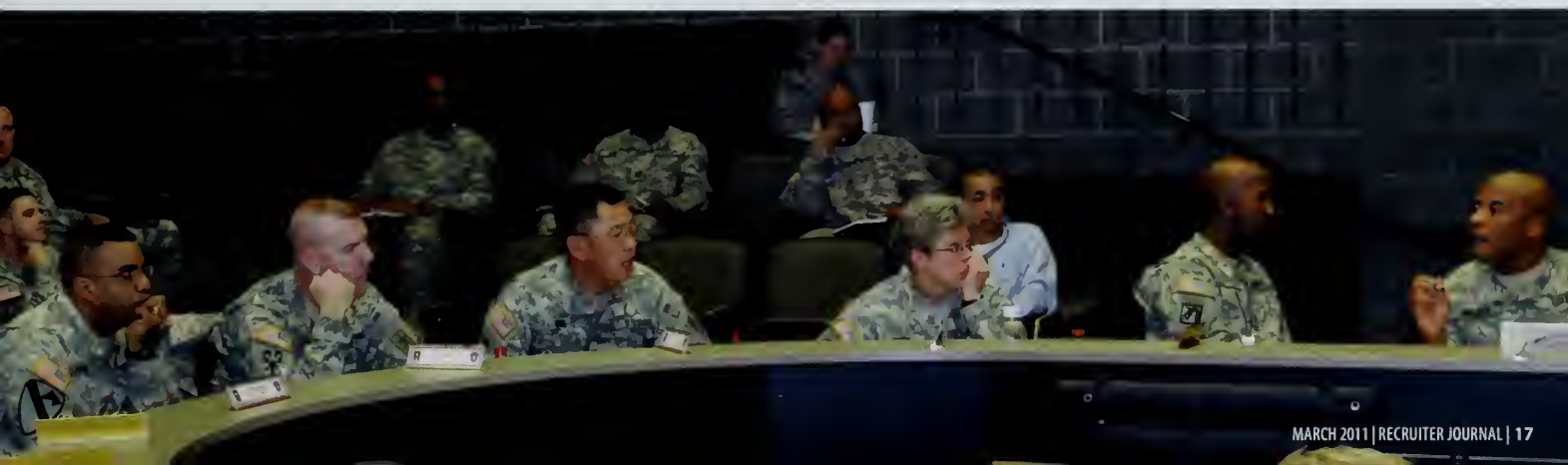
Because only a third of the battalion commanders were present, the USAREC G3 captured the briefings, discussion highlights and TTPs to share with the rest of the commanders through SharePoint.

"We have to be engaged in a continuous learning process — a process that takes us from good to great. It makes us all better as a team," Roberts said.

More importantly, he asked them to ensure the dialogue does not stop after the training and use the tools like SharePoint and Recruiting ProNet to continue to share best practices.

"We must continue to have these type discussions to expand our lines of communication and, as a team, contribute to the vision of this command," said Lt. Col. Jose Torres, Baton Rouge Battalion.

The next training is scheduled for mid-April with a new group of commanders.



Soldier Reels in Support

As any true angler knows, the mirror-like surface of tranquil waters masks the secret life beneath — schools of fish, each fish ready to fight for its life against a savvy fisherman's hook and line. Not unlike the lake's serene surface, beneath Staff Sgt. Michael Garrett's unflappable, calm demeanor is a fierce devotion to those have suffered from wounds inflicted upon them during an ongoing war on terror.

A professional Soldier first, Garrett is a veteran of three deployments to Iraq. To this day he remembers wounded comrades carried off the battlefield.

To honor those Soldiers, he invests personal time as a bass angler to earn contributions to three charities that support the rehabilitation of wounded warriors and their families. Garrett's abilities have hooked him more than a dozen sponsors, netting him many top finishes in tournaments.

"Our slogan is 'Support. Defend. Fish,'" said Garrett, who is a member of the ArmyBassAnglers Pro Staff. "Our first mission is to support: Support our charities."

Garrett said the non-profit ArmyBassAnglers support the Warrior and Family Support Center at Brooke Army Medical Center in San Antonio, Texas (www.returningheroeshome.org), Heroes on the Water and Veterans Outdoors.

"Our 'Defend' portion comes in since we defend our nation, we fight for our country," said Garrett, a military policeman whose been in the Army for 13 years. "The third pillar is 'Fish.' What [bass anglers in the program] do is fish all over the country and raise awareness for [their wounded warrior] charities."

On return from one of his deployments, Garrett stopped by the Warrior and Family Support Center to visit a Soldier he served with in Iraq.

"We had a big long talk and he was thankful for everything I was doing," Garrett reflected.

Garrett said he gained a new perspective on how his contributions supported the center. The funds he and other fishermen raised have helped complete three different projects at the center, including an outdoor garden area.

Heroes on the Water provides kayak trips for wounded veterans. The organization also provides

for Wounded Warriors

Story and photo by John L. Thompson
Houston Battalion

a platform to enhance the fitness and upper body strength of veterans. In addition to the fitness portion, getting away from doctors and hospitals is as therapeutic, according to Garrett.

Veterans Outdoors takes wounded warriors hunting in Texas and New Mexico.

Thanks to his service in the Army, Garrett has fished all over the world.

"Iraq was the wildest place I fished because the first time was during OIF-1 (initial Iraq operation/invasion)," Garrett explained. On the other end of the scale was Korea, where he was not allowed to have car. "I rode eight to 10 miles on my bike just to go fishing. It was interesting catching three pound bass that had been introduced to the country less than 10 years ago."

Garrett, assigned to Pearland Recruiting Station in the Houston South Company, said he intends to treat his fellow Soldiers to some serious time on the water and show them the joys of catching fish in the local ponds and lakes. But, only being on the "recruiting trail" for a month, he admitted it will take him a while to establish himself in the battalion before he can take time for that pleasure.

As a Soldier and recruiter, Garrett has just the right bait when it comes to advising young men and women on career opportunities with benefits. As a mentor of junior enlisted Soldiers, he hopes to continue as a positive influence with young Future Soldiers and prospects interested in an Army career.



SITE REDESIGN

U.S. Army Accessions Command

Have you visited goarmy.com lately? The recruiting site has more than a face lift. The streamlined site has new branding, greater functionality, new navigational features and many exciting enhancements to improve the user experience.

Navigational changes were made to get people to the right information as quickly as possible. The main contact navigation has moved to the top of the page and also to the new mega footer at the bottom of the page. The new mega footer is consistent across the entire site and features quick links to "Talk to Us" functions, as well as our social networking sites.

The site kept the main marquee experience, which features an in-depth look at specific topics important to site visitors such as Basic Combat Training and Officership. There is, however, a new area just below the marquee called "touts." This section spotlights featured areas of interest, as well as crucial Army missions, allowing users to navigate quickly to the content.

The area just below the touts contains some additional new features that you'll see throughout the site. Content from live environments such as the Ask a Soldier Discussion Board, Facebook and Army Strong Stories is pulled into this area allowing users to quickly see what everyone is talking about on Army social media pages. Another exciting feature used throughout the site is the video player, which pulls videos from the new video repository, allowing users to search all goarmy.com videos by category, keyword and/or tags.

Look for more enhancements to the site during the next few months as the goarmy.com Web team continues to improve the overall site experience.

New Features

At the Ready

"At The Ready" features an inside look at three Army careers: airborne infantry, combat medic and military police.

This new experience includes a short instructional video featuring an instructor from the corresponding Army school. The instructor provides an overview of the career, and then gives a quick lesson on accomplishing a specific task required in that career field. The user is then put to the test as he or she is faced with a real-life scenario and must make decisions based using the training just received. For instance, the airborne infantry Soldier must steer a parachute and drop the rucksack in the correct order to complete the mission.

I've Got Skills

The Army partnered with ESPN to produce "I've Got Skills," a new 10-part video series with a sports twist. This new feature compares military careers to similar professions in the sports world. You will get to see Soldiers on location with their civilian counterpart learning more about what these sports figures do in their day-to-day profession. In turn, the civilian sports figure joins the Soldier on location to watch them perform day-to-day activities.

You will get to see an Army unmanned aerial vehicle operator connect with a Sky Cam team that covers the University of Connecticut football games. In another video, an Army nutritionist works closely with an NBA chef. The series runs through late April.

Coming soon is a completely mobile version of goarmy.com, as well as iPhone and Android apps.



Training Before Basic Key to Future Soldier Motivation

*Story and photo by John L. Thompson III
Houston Battalion*

A La Marque, Texas, Soldier truly knows the meaning of multitasking. During Sgt. Mellissa Ward's first seven years of Army service, she deftly balanced two deployments to the Persian Gulf, leading and mentoring Soldiers while pursuing a college degree.

Sergeant Mellissa Ward today continues to pursue a bachelor's degree in business management, while soldiering full time. This young leader teaches and mentors Future Soldiers, while seeking improvement to make her a better NCO. As an Army recruiter, she embraces the responsibility to develop the next generation of Soldiers before they begin their military training.

"Without direction, you can't bring up-and-coming Soldiers to where they need to be," Ward admitted. "Ultimately these are the same people who are going to take over our Armed Forces when we retire. We want to make sure we are training them to a high standard. It is our job to do that so when I retire I will feel safe going to sleep at night."

Ward recently completed her first year of recruiting duty. She said she explains to each Future Soldier she contracts into Army service what it means to be a Soldier. She does so by discussing the responsibilities Soldiers embrace others in our society do not. She says by doing this she inspires Future Soldiers and sometimes she finds a young man or woman who joins who renews her excitement about being a Soldier.

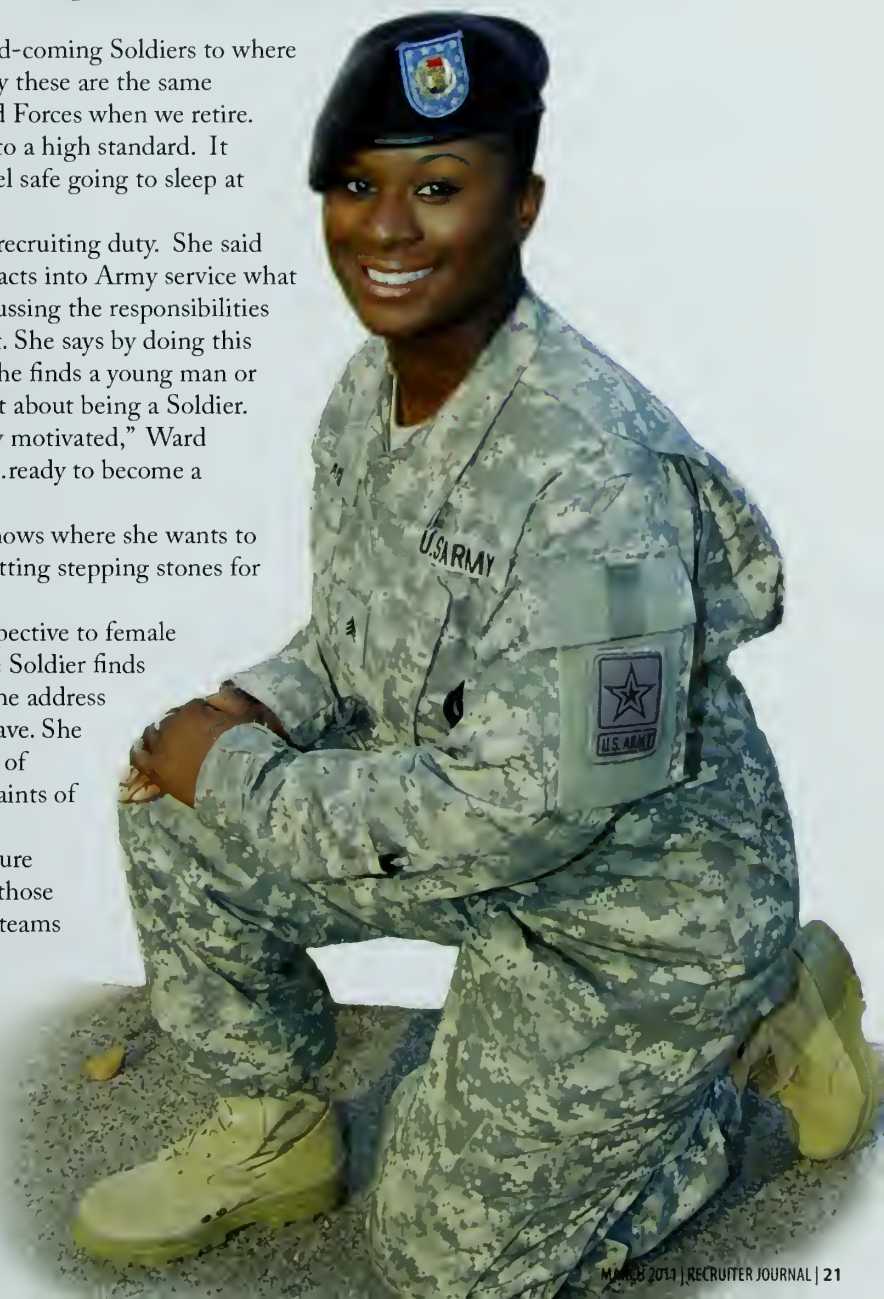
"She is a Future Soldier who is completely motivated," Ward explained. "She is ready to do what it takes...ready to become a Soldier and serve her country."

"Right now, she is really young, but she knows where she wants to go, she knows what she wants to do; she is setting stepping stones for herself."

As a female Soldier, Ward provides a perspective to female candidates and Future Soldiers, which a male Soldier finds difficult. Through her experiences, she says she address issues women contemplating Army service have. She often addresses issues ranging from difficulty of combat basic training to the military's constraints of wearing makeup.

Two Army Values Ward stresses to all Future Soldiers are loyalty and integrity. For Ward, those two values work in tandem to build effective teams and form the ability for Soldiers to earn each other's trust.

For Sgt. Mellissa Ward and her fellow Army recruiters in the Baybrook Recruiting Station, those values bind them together and make them an effective team when it comes to their ongoing mission to maintain an "Army Strong" Army.



ASK YOURSELF

GOT RESPECT

By Rick Welling

Doctrine Division, Recruiting and Retention School—Forward

Sound leadership and the principles of war alone cannot provide a solid foundation for the Army. The Army must be a value-centered institution with a moral justification rooted in the fundamental principles cherished by all free people and manifested in the values stated in our constitution.

In other words, the Army must be composed of professionals who understand and practice the Army's seven core values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

The Army Values are more than something you think about — they are something you do. To keep our values strong, we must exercise them — in every decision, in every conversation, in all that we do, every day.

Many of the universal values and virtues that contribute to the good of the individual and society and affirm our human dignity are derived from the value of respect. Let's focus on the value called respect, then you decide whether you ... got respect!

Respect means being thoughtful of or showing regard for another person or thing. Respect also includes treating everyone and everything, to include oneself, with dignity. When you show yourself respect it is called self-respect. Self-respect is what allows a person to act in positive ways and to stand up to harmful or hurtful actions.

The idea of respect reflects the idea that we often call the Golden Rule. Field Manual 6-22 says, "Respect for the individual is the basis for the rule of law — the very essence of what the Nation stands for. In the Army, respect means treating others as they should be treated. This value reiterates that people are the most precious resource and that one is bound to treat others with dignity and respect."

Most of us were taught from childhood to respect our elders, our teachers, the feelings of others, law and the values and customs of our family and country. We were also taught to respect the values and customs of people from different countries and cultures. This fundamental value is absolutely critical to the overall morale and welfare of Army personnel.

A unit that works under a cloud of disrespect — where respect for others is uncommon, or where the leader or leaders have failed to earn the respect of the team — is destined for failure. No one works well, much less at an optimum level, in an environment where the person does not feel respected or valued. In the short run, a leader might compel performance with threats of punishment or promises of reward. Long term success and the ability to build and adapt for the future demand an environment of respect.

FM 6-22 instructs us to "consistently foster a climate in which everyone is treated with dignity and respect, regardless of race, gender, creed, or religious belief." Successfully building such a "climate of respect" requires strong leadership by example. "How a leader lives the Army Values shows subordinates how they should behave. Teaching values is one of a leader's most important responsibilities. It helps create a common understanding of the Army Values and expected standards."

However, we must understand that fostering a climate of respect is not solely the leader's responsibility. Every member of the team is responsible for their actions towards others and the impact of those actions upon the unit. The old adage that "one bad apple spoils the whole barrel" is absolutely true when it comes to respect. If a member of the unit fails to respect others, it won't be long before resentment builds, divisions occur, and the climate of respect is totally destroyed.

Respect and self-respect are also deeply connected. It's almost impossible for us to respect others if we don't respect ourselves. It's equally hard to respect ourselves if others don't respect us.



Loss of self-respect occurs for many reasons. We lose self-respect by slipping into actions or habits — alcohol or drug abuse, for example — that run counter to our values. We also lose self-respect when we endure abuse or disrespect from someone we love or respect or should respect, such as a supervisor or commander.

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The way one shows respect varies, but its essence is the display of regard for the worth of people, including oneself. We have no ethical duty to hold all people in high esteem or admire them, but we are morally obligated to treat everyone with respect, regardless of who they are and what they have done. We have a responsibility to be the best we can be in all situations, even when dealing with unpleasant people.

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The Army Values can be mere words on a page or a compass for life. It's up to each of us to focus on the basic building blocks of military leadership to accomplish our missions. This is illustrated best by looking at the Army Values and using the acronym LDRSHIP. The acronym represents our values: Loyalty, Duty, Respect, Selfless service, Honor, Integrity, and Personal courage. Thinking about the true significance of each word will improve your leadership skills.

So ask yourself: do you got respect?

Motorcycle safety is a

TEAM EFFORT



USAREC Safety Office

Recruiting Command has more than 1,400 motorcycle riders and, with warmer temperatures, escalating fuel costs and relatively lower initial cost for purchasing a motorcycle, many more Soldiers and Army civilians may choose this mode of transportation.

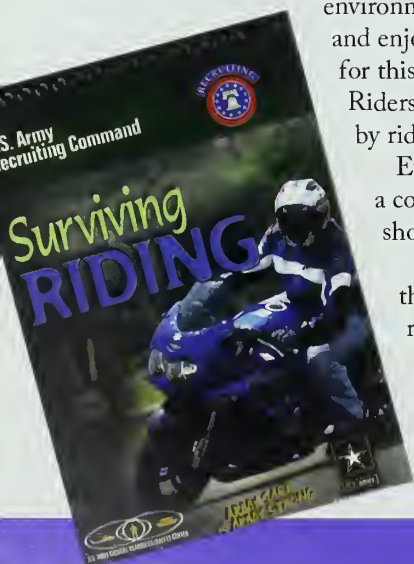
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Purchasing a Motorcycle?

What Leaders Should Ask Their Soldiers

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What safety gear do you have?

Personal Protective Equipment (PPE) is mandatory for the following personnel while operating or riding as a passenger on a motorcycle, moped, or ATV: all Army military personnel at any time, on or off a DOD installation; all Army civilian personnel in a duty status, on or off a DOD installation; all personnel in or on a DOD-owned motorcycle; and all persons at any time on an Army installation. Refer to AR 385-10.

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A: Blood pressure is considered a vital sign for a reason. It is a reflection of how a person is doing, both physically as well as emotionally. Many factors can affect a person's blood pressure and if consistently elevated, it is important to pursue a more in depth evaluation in order to identify the potential cause and address it.

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In the predominantly younger population who desire to be applicants, the most likely factors are relatively easy to address.

First of all, diet is very important. Caffeinated products such as carbonated beverages/sodas, coffee and any of the numerous "energy" drinks can significantly elevate blood pressure. Foods high in sodium/salt such as chips, fries, canned foods and "fast food" increase fluid retention by the body, which increases the blood pressure.

A sedentary lifestyle, especially when combined with a few extra pounds, can increase blood pressure. Likewise, better aerobic fitness will lower blood pressure as well as the heart rate. A third factor, but by no means any less important, is stress reduction. Undergoing a physical exam especially for a younger person can create situational anxiety which can elevate a person's blood pressure. In this setting, waiting several minutes and then repeating the person's blood pressure usually results in a lowered blood pressure.

Highlighting these recommendations to your applicants before they go to the MEPS for their physical may provide a more streamlined accession process by not creating the need for additional blood pressure assessment.

Waiver requests for individuals with consistently elevated blood pressures that can be categorized as hypertension will most likely be disapproved because they need to follow up with their primary care provider/clinic for further evaluation and treatment.

Once a cause can be identified and addressed and the blood pressure has normalized, the waiver request can be submitted for reconsideration.

Chicago Auto Show Engages Crowds

Both Event, Army Exhibit See Increase in Visitors

Story and photos by Mike Scheck
Chicago Battalion

The 2011 Chicago Auto Show 10-day run at the McCormick Place Convention Center in February far exceeded the local organizers' expectations and the Army Accessions Command's goals in visitors, leads generated and on-site interviews conducted at the Army exhibit. Projections showed that the auto show drew 10 percent more guests than last year.

The success of the Army Exhibit is a direct result of the great relationship the Army has with the city of Chicago, according to Lt. Col. Brian Bassett, Chicago Battalion commander. "Chicago is an extremely military friendly city and the citizens are truly appreciative of those in uniform. The Army's display at the Auto Show provides us the opportunity to communicate to a large number of citizens from the Chicagoland area the opportunities and benefits of service in the United States Army and Army Reserve."

The Chicago Auto Show is the major event on the National Conventions Division's schedule, according to Charles Bradshaw, one of the key facilitators of the Army exhibit.

"This event is our largest event of the year and, as a result, our lead exhibitor is dedicated solely to the planning and coordination of the show," Bradshaw said. "This is a prime opportunity to come face to face with our target market and tell our individual Army stories."

The diversity of the recruiting force in the Army exhibit provided a much broader recruiting message, according to Bassett.

"The partnership with AMEDD,

ROTC and the Chicago Recruiting Battalion provided a tremendous opportunity to present to the public a much wider explanation of opportunities for service," Bassett said.

"Whether it is enlisting in the Army or Army Reserve, attending ROTC to earn a commission or enter the Army in the medical field, there were recruiting personnel on site throughout the show to discuss and explain the various opportunities to serve their country. The show also provides us a great opportunity to meet civic, business and educational leaders in the Chicagoland area and solicit their support as advocates of the Army," Bassett said.

The Army's 12,000 square foot booth was a joint effort involving a number of Army units including the Accessions Command G-7/9 National Conventions Division, the Chicago Battalion, the Chicago Army Medical Recruiting Department and local ROTC units. Vehicle support was provided by the U.S. Army Tank Automotive Research Development and Engineering Center (TARDEC) that brought in two diesel hybrid trucks. The Tank Automotive and Armament Command (TACOM), headquartered in Warren, Mich., provided a Stryker and subject matter experts. Army Sgt. 1st Class Don O'Neil, a local medical recruiter, brought his own personal vehicle to the show — a 1,300-plus horsepower nitro-methane burning, 200-plus mile-per-hour dragster.

The Army vehicles on display fit in nicely with the Auto Show's emphasis on "green" technology. The Quantum Technologies Clandestine Extended Range Vehicle (CERV) and the Future Tactical Truck System (FTTS) represent the Army initiative to provide next generation Joint



This photo of the Army exhibit at the 2011 Chicago Auto Show gives a bird's eye view of the 12,000 square-foot booth. In the foreground is the Army Strong stage as guests compete in the push-up competition under the watchful eye of Army drill instructors. RIGHT: Prospective applicants take the Enlistment Screening Test in the interview booth at the Army exhibit. Recruiters conducted more than 250 interviews over the show's 10 days.

Light Tactical Vehicles and high performance light duty off-road hybrid trucks.

The CERV's target mission, according to Quantum, "would be related to special operations-type missions involving reconnaissance, surveillance, targeting, search and rescue and assist with field rescue operations."

The FTTS was designed, according to engineers, to replace the existing wheeled vehicle fleet that proved unable to keep up with current combat operational tempo due to its cumbersome logistical footprint, poor C-130 deployability and poor fuel economy.

The major draw for the Army exhibit

for Wounded Warriors

Story and photo by John L. Thompson
Houston Battalion

a platform to enhance the fitness and upper body strength of veterans. In addition to the fitness portion, getting away from doctors and hospitals is as therapeutic, according to Garrett.

Veterans Outdoors takes wounded warriors hunting in Texas and New Mexico.

Thanks to his service in the Army, Garrett has fished all over the world.

"Iraq was the wildest place I fished because the first time was during OIF-1 (initial Iraq operation/invasion)," Garrett explained. On the other end of the scale was Korea, where he was not allowed to have car. "I rode eight to 10 miles on my bike just to go fishing. It was interesting catching three pound bass that had been introduced to the country less than 10 years ago."

Garrett, assigned to Pearland Recruiting Station in the Houston South Company, said he intends to treat his fellow Soldiers to some serious time on the water and show them the joys of catching fish in the local ponds and lakes. But, only being on the "recruiting trail" for a month, he admitted it will take him a while to establish himself in the battalion before he can take time for that pleasure.

As a Soldier and recruiter, Garrett has just the right bait when it comes to advising young men and women on career opportunities with benefits. As a mentor of junior enlisted Soldiers, he hopes to continue as a positive influence with young Future Soldiers and prospects interested in an Army career.



SITE REDESIGN

U.S. Army Accessions Command

Have you visited goarmy.com lately? The recruiting site has more than a face lift. The streamlined site has new branding, greater functionality, new navigational features and many exciting enhancements to improve the user experience.

Navigational changes were made to get people to the right information as quickly as possible. The main contact navigation has moved to the top of the page and also to the new mega footer at the bottom of the page. The new mega footer is consistent across the entire site and features quick links to "Talk to Us" functions, as well as our social networking sites.

The site kept the main marquee experience, which features an in-depth look at specific topics important to site visitors such as Basic Combat Training and Officership. There is, however, a new area just below the marquee called "touts." This section spotlights featured areas of interest, as well as crucial Army missions, allowing users to navigate quickly to the content.

The area just below the touts contains some additional new features that you'll see throughout the site. Content from live environments such as the Ask a Soldier Discussion Board, Facebook and Army Strong Stories is pulled into this area allowing users to quickly see what everyone is talking about on Army social media pages. Another exciting feature used throughout the site is the video player, which pulls videos from the new video repository, allowing users to search all goarmy.com videos by category, keyword and/or tags.

Look for more enhancements to the site during the next few months as the goarmy.com Web team continues to improve the overall site experience.



New Features

At the Ready

"At The Ready" features an inside look at three Army careers: airborne infantry, combat medic and military police.

This new experience includes a short instructional video featuring an instructor from the corresponding Army school. The instructor provides an overview of the career, and then gives a quick lesson on accomplishing a specific task required in that career field. The user is then put to the test as he or she is faced with a real-life scenario and must make decisions based using the training just received. For instance, the airborne infantry Soldier must steer a parachute and drop the rucksack in the correct order to complete the mission.

I've Got Skills

The Army partnered with ESPN to produce "I've Got Skills," a new 10-part video series with a sports twist. This new feature compares military careers to similar professions in the sports world. You will get to see Soldiers on location with their civilian counterpart learning more about what these sports figures do in their day-to-day profession. In turn, the civilian sports figure joins the Soldier on location to watch them perform day-to-day activities.

You will get to see an Army unmanned aerial vehicle operator connect with a Sky Cam team that covers the University of Connecticut football games. In another video, an Army nutritionist works closely with an NBA chef. The series runs through late April.

Coming soon is a completely mobile version of goarmy.com, as well as iPhone and Android apps.

Training Before Basic Key to Future Soldier Motivation

*Story and photo by John L. Thompson III
Houston Battalion*

A La Marque, Texas, Soldier truly knows the meaning of multitasking. During Sgt. Mellissa Ward's first seven years of Army service, she deftly balanced two deployments to the Persian Gulf, leading and mentoring Soldiers while pursuing a college degree.

Sergeant Mellissa Ward today continues to pursue a bachelor's degree in business management, while soldiering full time. This young leader teaches and mentors Future Soldiers, while seeking improvement to make her a better NCO. As an Army recruiter, she embraces the responsibility to develop the next generation of Soldiers before they begin their military training.

"Without direction, you can't bring up-and-coming Soldiers to where they need to be," Ward admitted. "Ultimately these are the same people who are going to take over our Armed Forces when we retire. We want to make sure we are training them to a high standard. It is our job to do that so when I retire I will feel safe going to sleep at night."

Ward recently completed her first year of recruiting duty. She said she explains to each Future Soldier she contracts into Army service what it means to be a Soldier. She does so by discussing the responsibilities Soldiers embrace others in our society do not. She says by doing this she inspires Future Soldiers and sometimes she finds a young man or woman who joins who renews her excitement about being a Soldier.

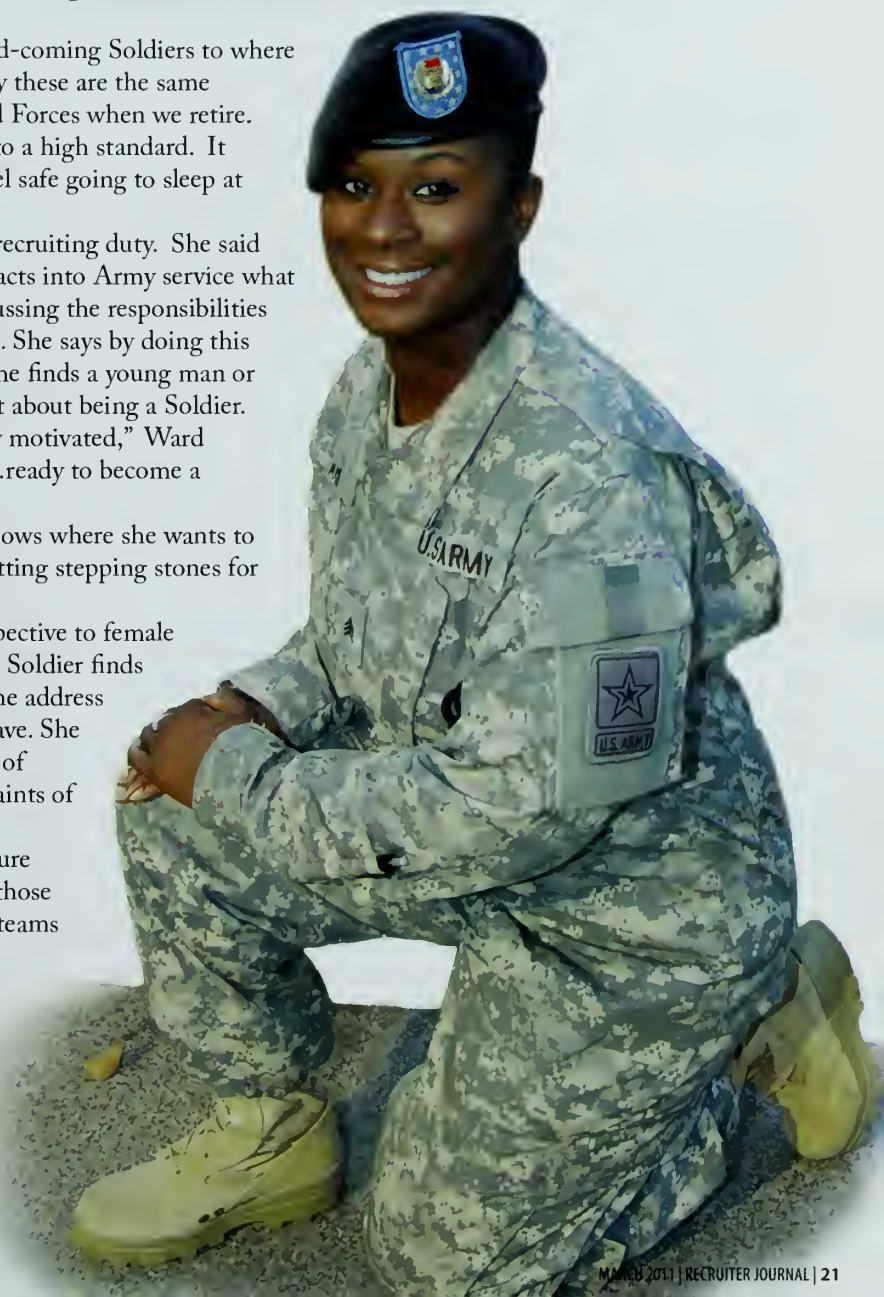
"She is a Future Soldier who is completely motivated," Ward explained. "She is ready to do what it takes...ready to become a Soldier and serve her country."

"Right now, she is really young, but she knows where she wants to go, she knows what she wants to do; she is setting stepping stones for herself."

As a female Soldier, Ward provides a perspective to female candidates and Future Soldiers, which a male Soldier finds difficult. Through her experiences, she says she address issues women contemplating Army service have. She often addresses issues ranging from difficulty of combat basic training to the military's constraints of wearing makeup.

Two Army Values Ward stresses to all Future Soldiers are loyalty and integrity. For Ward, those two values work in tandem to build effective teams and form the ability for Soldiers to earn each other's trust.

For Sgt. Mellissa Ward and her fellow Army recruiters in the Baybrook Recruiting Station, those values bind them together and make them an effective team when it comes to their ongoing mission to maintain an "Army Strong" Army.



ASK YOURSELF

GOT RESPECT

By Rick Welling

Doctrine Division, Recruiting and Retention School—Forward

Sound leadership and the principles of war alone cannot provide a solid foundation for the Army. The Army must be a value-centered institution with a moral justification rooted in the fundamental principles cherished by all free people and manifested in the values stated in our constitution.

In other words, the Army must be composed of professionals who understand and practice the Army's seven core values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

The Army Values are more than something you think about — they are something you do. To keep our values strong, we must exercise them — in every decision, in every conversation, in all that we do, every day.

Many of the universal values and virtues that contribute to the good of the individual and society and affirm our human dignity are derived from the value of respect. Let's focus on the value called respect, then you decide whether you ... got respect!

Respect means being thoughtful of or showing regard for another person or thing. Respect also includes treating everyone and everything, to include oneself, with dignity. When you show yourself respect it is called self-respect. Self-respect is what allows a person to act in positive ways and to stand up to harmful or hurtful actions.

The idea of respect reflects the idea that we often call the Golden Rule. Field Manual 6-22 says, "Respect for the individual is the basis for the rule of law — the very essence of what the Nation stands for. In the Army, respect means treating others as they should be treated. This value reiterates that people are the most precious resource and that one is bound to treat others with dignity and respect."

Most of us were taught from childhood to respect our elders, our teachers, the feelings of others, law and the values and customs of our family and country. We were also taught to respect the values and customs of people from different countries and cultures. This fundamental value is absolutely critical to the overall morale and welfare of Army personnel.

A unit that works under a cloud of disrespect — where respect for others is uncommon, or where the leader or leaders have failed to earn the respect of the team — is destined for failure. No one works well, much less at an optimum level, in an environment where the person does not feel respected or valued. In the short run, a leader might compel performance with threats of punishment or promises of reward. Long term success and the ability to build and adapt for the future demand an environment of respect.

FM 6-22 instructs us to "consistently foster a climate in which everyone is treated with dignity and respect, regardless of race, gender, creed, or religious belief." Successfully building such a "climate of respect" requires strong leadership by example. "How a leader lives the Army Values shows subordinates how they should behave. Teaching values is one of a leader's most important responsibilities. It helps create a common understanding of the Army Values and expected standards."

However, we must understand that fostering a climate of respect is not solely the leader's responsibility. Every member of the team is responsible for their actions towards others and the impact of those actions upon the unit. The old adage that "one bad apple spoils the whole barrel" is absolutely true when it comes to respect. If a member of the unit fails to respect others, it won't be long before resentment builds, divisions occur, and the climate of respect is totally destroyed.

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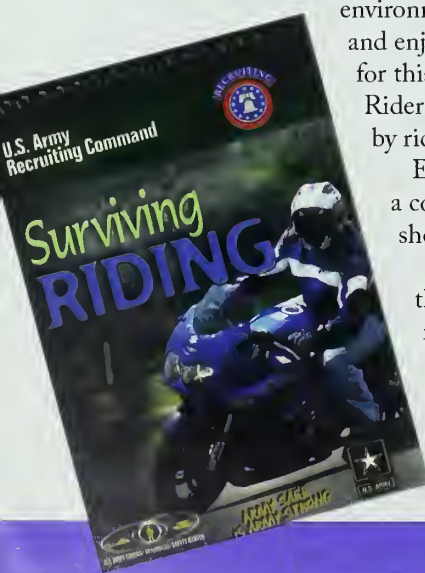
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A sedentary lifestyle, especially when combined with a few extra pounds, can increase blood pressure. Likewise, better aerobic fitness will lower blood pressure as well as the heart rate. A third factor, but by no means any less important, is stress reduction. Undergoing a physical exam especially for a younger person can create situational anxiety which can elevate a person's blood pressure. In this setting, waiting several minutes and then repeating the person's blood pressure usually results in a lowered blood pressure.

Highlighting these recommendations to your applicants before they go to the MEPS for their physical may provide a more streamlined accession process by not creating the need for additional blood pressure assessment.

Waiver requests for individuals with consistently elevated blood pressures that can be categorized as hypertension will most likely be disapproved because they need to follow up with their primary care provider/clinic for further evaluation and treatment.

Once a cause can be identified and addressed and the blood pressure has normalized, the waiver request can be submitted for reconsideration.

Chicago Auto Show Engages Crowds

Both Event, Army Exhibit See Increase in Visitors

Story and photos by Mike Scheck
Chicago Battalion

The 2011 Chicago Auto Show 10-day run at the McCormick Place Convention Center in February far exceeded the local organizers' expectations and the Army Accessions Command's goals in visitors, leads generated and on-site interviews conducted at the Army exhibit. Projections showed that the auto show drew 10 percent more guests than last year.

The success of the Army Exhibit is a direct result of the great relationship the Army has with the city of Chicago, according to Lt. Col. Brian Bassett, Chicago Battalion commander. "Chicago is an extremely military friendly city and the citizens are truly appreciative of those in uniform. The Army's display at the Auto Show provides us the opportunity to communicate to a large number of citizens from the Chicagoland area the opportunities and benefits of service in the United States Army and Army Reserve."

The Chicago Auto Show is the major event on the National Conventions Division's schedule, according to Charles Bradshaw, one of the key facilitators of the Army exhibit.

"This event is our largest event of the year and, as a result, our lead exhibitor is dedicated solely to the planning and coordination of the show," Bradshaw said. "This is a prime opportunity to come face to face with our target market and tell our individual Army stories."

The diversity of the recruiting force in the Army exhibit provided a much broader recruiting message, according to Bassett.

"The partnership with AMEDD,

ROTC and the Chicago Recruiting Battalion provided a tremendous opportunity to present to the public a much wider explanation of opportunities for service," Bassett said.

"Whether it is enlisting in the Army or Army Reserve, attending ROTC to earn a commission or enter the Army in the medical field, there were recruiting personnel on site throughout the show to discuss and explain the various opportunities to serve their country. The show also provides us a great opportunity to meet civic, business and educational leaders in the Chicagoland area and solicit their support as advocates of the Army," Bassett said.

The Army's 12,000 square foot booth was a joint effort involving a number of Army units including the Accessions Command G-7/9 National Conventions Division, the Chicago Battalion, the Chicago Army Medical Recruiting Department and local ROTC units. Vehicle support was provided by the U.S. Army Tank Automotive Research Development and Engineering Center (TARDEC) that brought in two diesel hybrid trucks. The Tank Automotive and Armament Command (TACOM), headquartered in Warren, Mich., provided a Stryker and subject matter experts. Army Sgt. 1st Class Don O'Neil, a local medical recruiter, brought his own personal vehicle to the show — a 1,300-plus horsepower nitro-methane burning, 200-plus mile-per-hour dragster.

The Army vehicles on display fit in nicely with the Auto Show's emphasis on "green" technology. The Quantum Technologies Clandestine Extended Range Vehicle (CERV) and the Future Tactical Truck System (FTTS) represent the Army initiative to provide next generation Joint



This photo of the Army exhibit at the 2011 Chicago Auto Show gives a bird's eye view of the 12,000 square-foot booth. In the foreground is the Army Strong stage as guests compete in the push-up competition under the watchful eye of Army drill instructors. RIGHT: Prospective applicants take the Enlistment Screening Test in the interview booth at the Army exhibit. Recruiters conducted more than 250 interviews over the show's 10 days.

Light Tactical Vehicles and high performance light duty off-road hybrid trucks.

The CERV's target mission, according to Quantum, "would be related to special operations-type missions involving reconnaissance, surveillance, targeting, search and rescue and assist with field rescue operations."

The FTTS was designed, according to engineers, to replace the existing wheeled vehicle fleet that proved unable to keep up with current combat operational tempo due to its cumbersome logistical footprint, poor C-130 deployability and poor fuel economy.

The major draw for the Army exhibit

RECRUITER RINGS

2ND MRB

CPT Monifa Reed-Lawrence

3RD MRB

SFC Jerald Briggs

ALBANY

SFC Juan Santana
SSG Johnny Caldwell
SSG Candance Clinton
SSG Brandon Spence

ATLANTA

SSG Donny Edwards
SGT Trava Rags

BALTIMORE

SFC Germaine Saunders
SSG Carl Nelson
SSG Robert Guerra
SSG Devon Mears
SSG Tyrone Upshaw

CHICAGO

SFC Ricky Jones
SFC Steven Murray
SSG Brandon Burmeister
SSG Andrew Dyson
SSG Charles Rushing
SGT Alfonso Jones

COLUMBUS

SFC Jesse Holt
SFC Jon Stasko
SFC James Whiley
SSG Antonio Clayton
SSG Byron Coffee
SSG Joseph Dupree
SSG Justin Harrity
SSG Leticia Kirk
SSG James Thweatt
SGT Andrew Anderson
SGT Dontress Chinn
SGT Joseph Hall

DALLAS

SFC David Briggs
SSG Michael Aaron
CPL Jeremy Diaz

DENVER

SSG Gregory Heil
SGT William Chesson
SGT Richard Marte

HOUSTON

SFC Jason Roseburgh

INDIANAPOLIS

SFC Tracy Wilson
SSG Brian Loop
SSG Phillip Mcfarland
SSG Scott Valentic
SGT Calvin Sanders

JACKSONVILLE

SSG James Horace
SSG William Knizek
SSG Willie McClary
SSG Jason Riney

LOS ANGELES

SSG Victor Alarcon

MIAMI

SSG Kevin Liburd

MID-ATLANTIC

SFC Tiffani Wallace
SFC Edison Zuniga
SSG Michael Kandewen
SSG Shanika Madden

MILWAUKEE

SSG Kolen Guillien
SSG Anthony Owens
SSG James Price
SSG Michael Tock
SSG Justin Korff
SSG Ryan Kostick
SSG Melissa Murphy
SSG Michael Northup
SSG Anthony Oakley
SSG Sarah Uphoff
SGT Nathaniel Burckhard
SGT Jerry Petty
SGT Gabriel Rother
SGT Eric Hagar
SGT Nicholas Snyder

MINNEAPOLIS

SFC Jeffrey Elmer
SSG Juan Reyesmoreno
SSG John Roc
SGT Aldo Gonzalezespinoza

MONTGOMERY

SSG Ervin Davis
SGT Shawn Landeen

NASHVILLE

SSG Michael Wilkinson

NEW ENGLAND

SFC Freddy Matos-Toro
SSG Cary Gordon

NEW YORK

SFC Cesar Larrainza
SSG Latoya Cherry
SSG Khor Grant

OKLAHOMA CITY

SGT William Hare
SGT Todd Krebsbach

PHOENIX

SFC David Rademacher
SSG Daemon Douglas
SSG Jose Garciapena
SSG Christopher Reaser
SGT Daniel Mabe

PORTLAND

SGT Kenneth Hudgins

SACRAMENTO

SSG Jonas Enriquez
SSG Steven Fernandez
SSG Clayton Lemon
SGT John Clough
SGT Nathan Skaer

SALT LAKE CITY

SFC Chad Momerak
SSG Joshua Frazer
SFC Jeremy Lines

SEATTLE

SSG Bennett Garvin
SSG James Keene
SGT Johnathan Vigil

SOUTHERN CALIFORNIA

SSG Jason Deleon
SSG Carlos Mendoza
SGT Adrian Lopez

SYRACUSE

SFC William Benson
SFC Robert Steadman

TAMPA

SSG Kai Teetz

MORRELL AWARDS

2ND MRB

SFC Nelson Colon
SFC Tykeivius Curry
SFC Terrence Dumas Sr
SFC James Keene

ATLANTA

SFC Evan Waller
SSG Eddie Grissett
SSG Mitchell Richard
SGT Andrew Richards

BALTIMORE

SFC Kenneth Green
SFC Deon Nalley-Stoddard
SFC Lizeth Roman
SFC Robert Wright
SSG Joel Millerman
SSG Clifton Moore

COLUMBUS

SFC Adam Cook
SFC Donald Graves
SFC Roger Hudkins
SFC Richard Hust
SFC Joel Obradovic
SFC William Steward
SFC Steven Walsh
SFC Chad Wasileski
SFC Michael Wriston
SSG Brandon Ross
SSG Timothy Winter

DALLAS

SSG Stephen Gross
SSG Eric Spruce

DENVER

SSG Rey Guzman

JACKSONVILLE

SFC Brian Baucom
SFC Michael Hewell
SFC Timothy Phelps
SSG Brad Balthrop
SSG William Curry
SSG Deanna David
SSG Antonio Guerrero
SSG Harold Hernandez
SSG Julius Lewis

MID-ATLANTIC

SSG Alejandro Campos

MILWAUKEE

SFC Anthony Scionti
SFC Jeremy Hetrick
SSG Richard Bernard
SSG David Castaneda

NASHVILLE

SFC Deon Tabron
SFC Timothy Bell
SSG Isom Mullins
SSG Dana Rothstein

NEW YORK CITY

SFC Victor Chen
SSG Eric Ramos

OKLAHOMA CITY

SFC Chad Parmele

PHOENIX

SSG Raymond Cedillos
SSG Ryan Hidde
SSG Javier Najera

SALT LAKE CITY

SFC Jason Sodenkamp
SSG Christoffer Brodsky
SSG Bryon Holmes
SSG Daniel Reinhardt
SSG Timothy Roberts
SSG Joshua Rollins

SEATTLE

SFC Waverly Burnley
SSG Davy Chick
SSG Edric Hernandezmedina
SSG Cedric Presley

SYRACUSE

SFC Wesley Hastings

TAMPA

SSG Michael Morrissey
SSG Jeffrey Schlemmer
SSG Scott Sowards

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